

## The 6 Keys to a Flourishing Enterprise

Flourishing means to “live to the fullest...thrive...prosper...grow in a healthy way, especially as the result of a particularly congenial environment.”<sup>1</sup> Can you imagine working towards a world where the primary aim of business is well-being, happiness, and prosperity for all?

The cornerstone of such a possibility is what every heart-centered business leader longs for: an energizing experience of meaningful service to others. While this vision for business can seem elusive today and idealistic for the future, the pursuit of such a world provides us with an important shift in how we show up at work immediately. This shift is about hope. It is about generating fulfillment and expanded contribution to what we are doing today.

Begin this journey with yourself and imagine what “could be” with your own organization if your people were approaching their work with flourishing in mind. You will quickly notice our six keys are simple, but not easy. This is true because so few organizations can even imagine what you are boldly committing yourself to. However, you will also discover that pursuing a huge vision of this nature is exhilarating from the start. You will then understand that the six keys or building blocks will all need attention - both simultaneously and sequentially. Once you begin to rethink everything, you will feel a surge of inspirational creativity. This will allow you to attract others into this new conversation. As soon as this spark is lit within the hearts of your core team, you will know that you must start today right where you are. You will ultimately learn to trust that the process of transformation unfolds as you take each meaningful step. With a strong combination of persistence, patience, and openness to discovery, you will be surprised at how refreshing it is to go to work, and what you can accomplish!

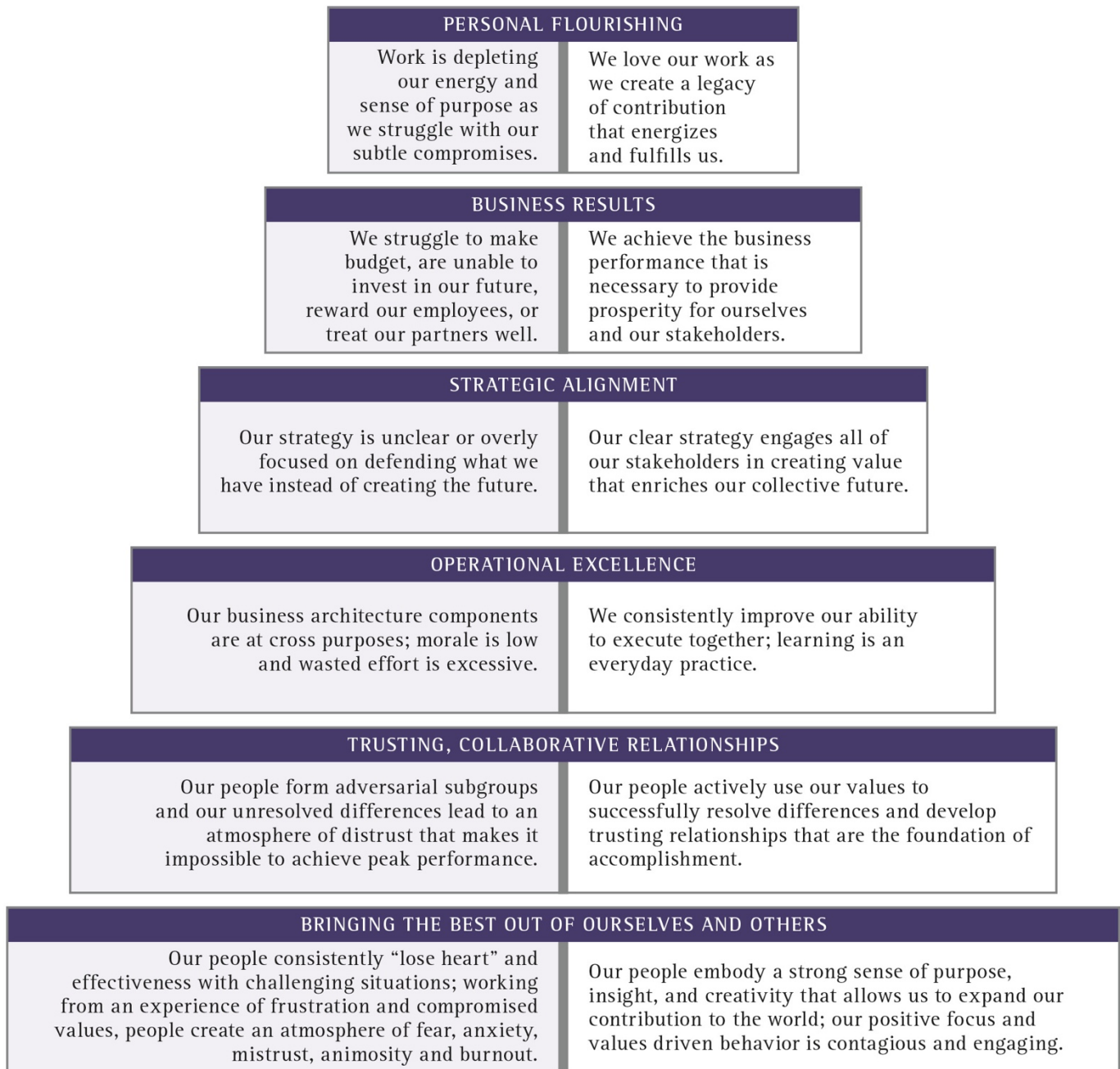
The first three keys will appear to you as the usual topics at the core of most business conversations: Results, Strategy and Operational Excellence. The difference we offer here is your people’s full engagement with these topics. This occurs due to the foundation you will need to build so your organization can flourish.

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<sup>1</sup> Flourishing Enterprise: The New Spirit of Business, authored by 9 Distinguished Fellow, including Paul Werder, from the Fowler Center for Business as an agent of World Benefit; published by Stanford Press, 2014

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## A Business in Breakdown | A Flourishing Enterprise



Without Trusting Collaborative Relationships throughout your organization, your traditional business conversations about results, strategy, and operations can feel empty, frustrating or both. Human engagement makes all of the difference. Without it leaders feel and speak as if they are “pushing a rope up a hill.” The foundation under trusting collaborative relationships is doing our own transformative work: Bringing the Best Out of Ourselves to Bring the Best Out of Others. This occurs when your people selflessly focus on the good of the whole, rather than pursue or protect

their own self-interests. They are willing to do the work necessary to master their minds and emotions as a means of bringing your organizational values to life every day. These two keys open up huge new opportunities to create more value through operational excellence and strategic alignment, yielding better business results.

Once you have these 5 keys opening doors to new and improved ways of working together, you discover your new bottom line is Personal Flourishing. In addition to your traditional measures of business success, you come to work energized with the “high” that comes from a selfless, purposeful team experience. You are gratified from serving the genuine needs of others, making your own corner of the world a better place for all, while thriving personally.

Now consider, since there is no rule about where you must start, perhaps personal flourishing is where you will begin. Your own transformation may be required before you can approach the other 5 keys with renewed vitality. In truth, our keys or building blocks are more circular than the illustration indicates, so let your heart determine where you begin. Once you do so, the questions below will serve to get you started. Enjoy your journey!

Overarching Question: If you separated the left and right sides of our illustration and imagined it as a 1-10 continuum, how would you rate your organization today on each of the 6 keys or building blocks?

Sample Questions for Personal Flourishing:

1. How healthy and full of vitality are you?
2. Is your work having an energizing or depleting effect on you?
3. Do your purpose and values drive your daily priorities?

Sample Questions for Business Results:

1. Are your financial results sufficient enough to live a life of well-being and service?
2. Do your people acknowledge their compensation allows them to live a balanced life and personally flourish?
3. Do your results allow you to invest in your future and expand your contribution to a flourishing world?

Sample Questions for Strategic Alignment:

1. Do your organization’s purpose, vision, and strategy have a flourishing world woven into them?
2. Are all of your stakeholders supportively engaged in and by your strategy?
3. Does your personal purpose and desired legacy match up well with your strategy?

Sample Questions for Operational Excellence:

1. Do your structures and processes support one another in a unified manner allowing the sum of the parts to become greater than the whole?
2. Are continuous learning, innovation and excellent performance a source of joy for all of your people?
3. Have aligned purpose, trust, and empowerment appropriately replaced hierarchical authority as the “way things get done around here?”

Sample Questions for Trusting, Collaborative Relationships:

1. Is your organization’s culture comprised of more givers or takers?
2. Do your people take the time to understand and honor what is important to one another when they need to work together?
3. Do your people engage in regular open, honest, and respectful conversations to debrief their experience of working together?

Sample Questions for Bringing the Best Out of Ourselves and Others:

1. Do your people use their differences and conflicts as occasions for improving themselves, deepening understanding of one another, and strengthening trust for the future?
2. Do your people engage in a daily practice to improve their ability to actively live your organization’s purpose and values?
3. Is lifelong learning and the use of self-reflective practices common among your people?

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